

# Memorandum

To: CHAIR AND MEMBERS  
Airspace Advisory Committee

Date: September 26, 2002

File: BUSINESS PLAN

From: **DEPARTMENT OF TRANSPORTATION**  
**Division of Business, Facilities, Asset Management, & Security**

Subject: 2002/03 Business Plan for Asset Management

Attached for your information is a copy of the Asset Management Business Plan for the 2002/03 fiscal year. The Business Plan is scheduled to be presented to the California Transportation Commission at its November 6/7, 2002 meeting, at the Commission's request.

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Division of Business, Facilities, Asset Management, & Security

Attachment

# **ASSET MANAGEMENT BUSINESS PLAN**

## **2002/03**

### **ASSET MANAGEMENT VISION**

Asset Management coordinates planning and development for Department facility assets and surplus real property holdings.

### **ASSET MANAGEMENT MISSION**

Asset Management optimizes the value (use or economic return) of Department facility assets and surplus real property holdings.

#### **2002-03 PROGRAM STRATEGIES**

- Pursue implementation of Twenty-Year Facility Master Planning as the analytical framework for facility-related capital planning, project programming and surplus property disposition.
- Pursue replacement of the existing Asset Management Inventory with a more user-friendly and efficient database platform.
- Support planning, initiation, development and programming of facility projects through outreach, consultation, training and participation.

**GOAL 1 – Initiate implementation of Twenty-Year Facility Master Planning across Districts and Divisions.**

**OBJECTIVES**

1. Revise Deputy Directive 21 (DD-21) to clearly define the roles, responsibilities, authority and accountability for Facility Master Planning and surplus property disposition.
2. Reconcile Department Facility Master Planning guidance articulated in the Project Development and Procedures Manual (PDPM) and DD-21.
3. Recommend consistent and objective planning standards, assumptions and demand drivers.

**STRATEGIES/ACTION**

1. Work with stakeholders to clearly define and communicate analytical needs and promote optimal solutions.
2. Work with stakeholders to identify and characterize viable analytical alternatives.
3. Work with stakeholders to anticipate implications for capital planning, facility development and opportunities associated with surplus property disposition.

## 2002/03 FY Asset Management Business Plan

### **GOAL 2 – Develop and maintain an accurate and efficient lands and buildings database.**

#### **OBJECTIVES**

1. Pursue replacement of the Asset Management Inventory (AMI) database to improve the utility, accessibility and accuracy of the Department's Lands and Buildings inventory.
2. Identify and implement interim measures to ensure continued access and reduce system failures of the existing AMI database.
3. Ensure interim AMI data fields provide information required to effectively manage the Department's facility portfolio.
4. Provide Statewide Property Inventory (SPI) updates to the Department of General Services, as mandated by Government Code 11011.18.

#### **STRATEGIES/ACTION**

1. Coordinate continuous District information review and feedback to ensure AMI accuracy.
2. Encourage stakeholder feedback of desired adaptations or modifications.
3. Conduct continuous asset assessment through field reviews at least once every three years.
4. Convert the existing AMI database to an interim platform to reduce system failures.
5. Identify and evaluate alternatives for AMI replacement, which include linkages to other Department databases.
6. Submit SPI updates to the Department of General Services by July 1, 2003.

**Goal 3 - Engage in long-range facility capital planning.**

**OBJECTIVES**

1. Recommend revision of DD-21 and the PDPM to clearly and consistently define the roles and responsibilities of stakeholders engaged in long-range capital planning.
2. Promote Twenty-Year Facility Master Planning, which serves as the framework within which districts and divisions determine the character and timing of facility needs that are reflected in the Five-Year Capital Outlay Plan and the Ten-Year SHOPP.
3. Annually develop and submit a Five-Year Capital Outlay Plan to the Department of Finance pursuant to Chapter 606/99.
4. Participate in the development of the Lands and Buildings elements of districts' Ten-Year SHOPP Plans.
5. Provide technical assistance to districts and divisions developing facility projects pursuant to District Facility Master Plans.
6. Continually explore Lands and Buildings joint-use opportunities.
7. Ensure all viable alternatives are considered in the planning and development of facility projects.

**STRATEGIES/ACTION**

1. Coordinate development of Twenty-Year District Facility Master Plans.
2. Participate in the development of the Lands and Buildings element of districts' Ten-Year SHOPP Plans.
3. Provide direction and guidance for districts' inputs for the Five-Year Capital Outlay Plan and the Ten-Year SHOPP.
4. Recommend revision of the PDPM to mandate Asset Management involvement in the development of facility-related Project Initiation Proposals, Fact Sheets and Project Initiation Documents as well as participation on facility Project Development Teams.

**Goal 4 – Optimize development or disposition of nonconforming<sup>1</sup>, underused or surplus real property holdings.**

**OBJECTIVES**

1. Recommend revision of DD-21 and the PDPM to clearly and consistently define the roles, responsibilities, authority and accountability of stakeholders engaged in the review and disposition of surplus facility and real property assets within the context of the Real Property Retention Review (RPRR).
2. Promote Twenty-Year Facility Master Planning, which serves as the framework within which districts determine the timing and character of non-conforming, underused or surplus facilities and real property holdings that inform the RPRR process.
3. District Asset Managers lead the annual RPRR, ensure conditionally retained properties are administered according to approved action plans and provide guidance and assistance, which ensures the appropriate and timely disposition of real property assets according to District RPRR committee recommendations.
4. Provide advice and technical assistance to divisions or districts evaluating potentially valuable or high priority real property or facility development opportunities.

**STRATEGIES/ACTION**

1. Identify and recommend higher-and-better uses for non-conforming, underused or surplus facility assets or real property holdings.
2. Promote continuous RPRR process improvement through year-round meetings with District participants.
3. Work with Right of Way to improve the accuracy and timeliness of parcel and project information used by District RPRR committees.
4. Annually develop and submit District RPRR reports to District Directors for review and approval.
5. Annually develop and submit the annual RPRR report to the Department Director.

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<sup>1</sup> A nonconforming asset is a facility where the operational use is inconsistent with surrounding development or current community zoning.

**Goals 5 – Recruit, train and maintain a highly qualified, customer-oriented Asset Management team.**

**OBJECTIVES**

1. Develop recommendations for (HQ/District) Asset Management's structure, roles, responsibilities, classifications and staffing levels.
2. Hire and retain Asset Managers with the unique technical expertise required to achieve the objectives of the Asset Management business plan.

**STRATEGIES/ACTIONS**

1. Encourage information exchange and communication of key knowledge and skills to District Asset Managers through regular one-on-one and group meetings.
2. Continue to identify primary deliverables in response to (1) statutory mandates, (2) executive direction, (3) administrative guidance, or (4) sound business practice.
3. Develop performance measures and evaluation methodology that encourages continuous process improvement.
4. Annually report and promote (HQ/District) Asset Management accomplishments to the Directorate.
5. Identify the unique, technically expert skill set required for all Asset Managers.